EXHIBIT 35

to the Declaration of
Dean M. Harvey in Support of
Plaintiffs' Opposition Briefs

REDACTED VERSION

Competitive Intelligence Group

Hiring Analysis

Simon Reading

November 2007

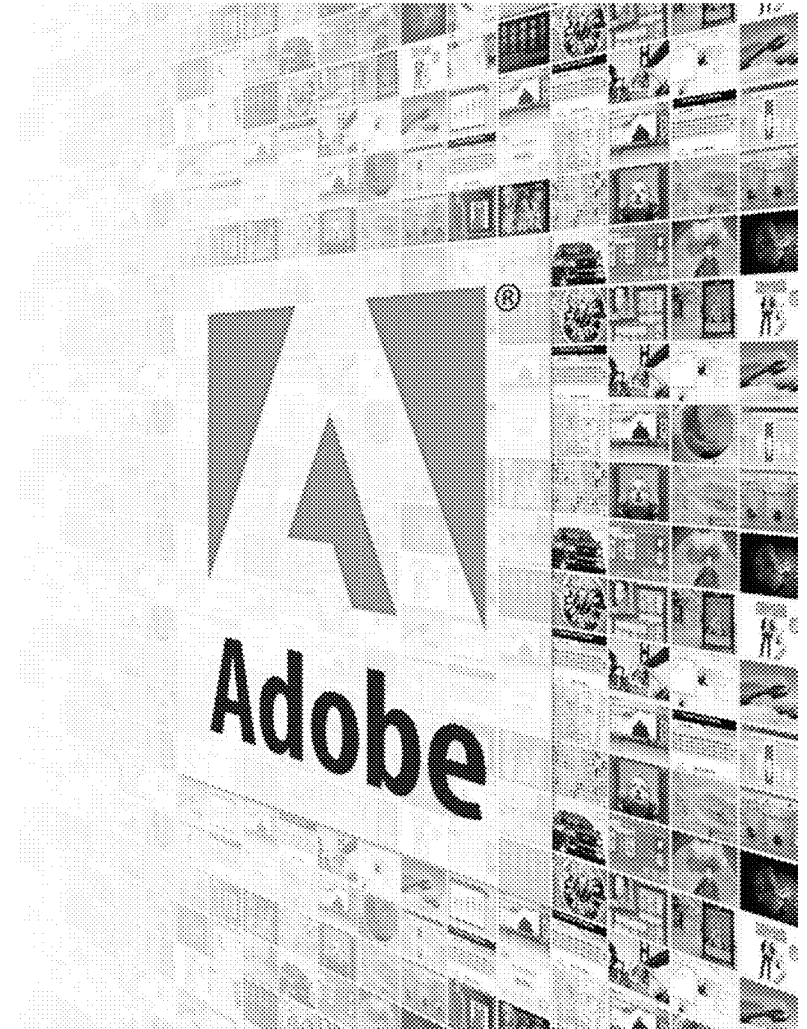DO NOT DISTRIBUTE OUTSIDE ADOBE

Adobe

ADOBE CONFIDENTIAL

Adobe

1

Table of Contents

- Executive Summary

- Competitive Hiring Overview

- Details – headcount growth by company, region

- Drilldowns on Microsoft, Apple

- General Observations

- Takeaways

ADOBE CONFIDENTIAL
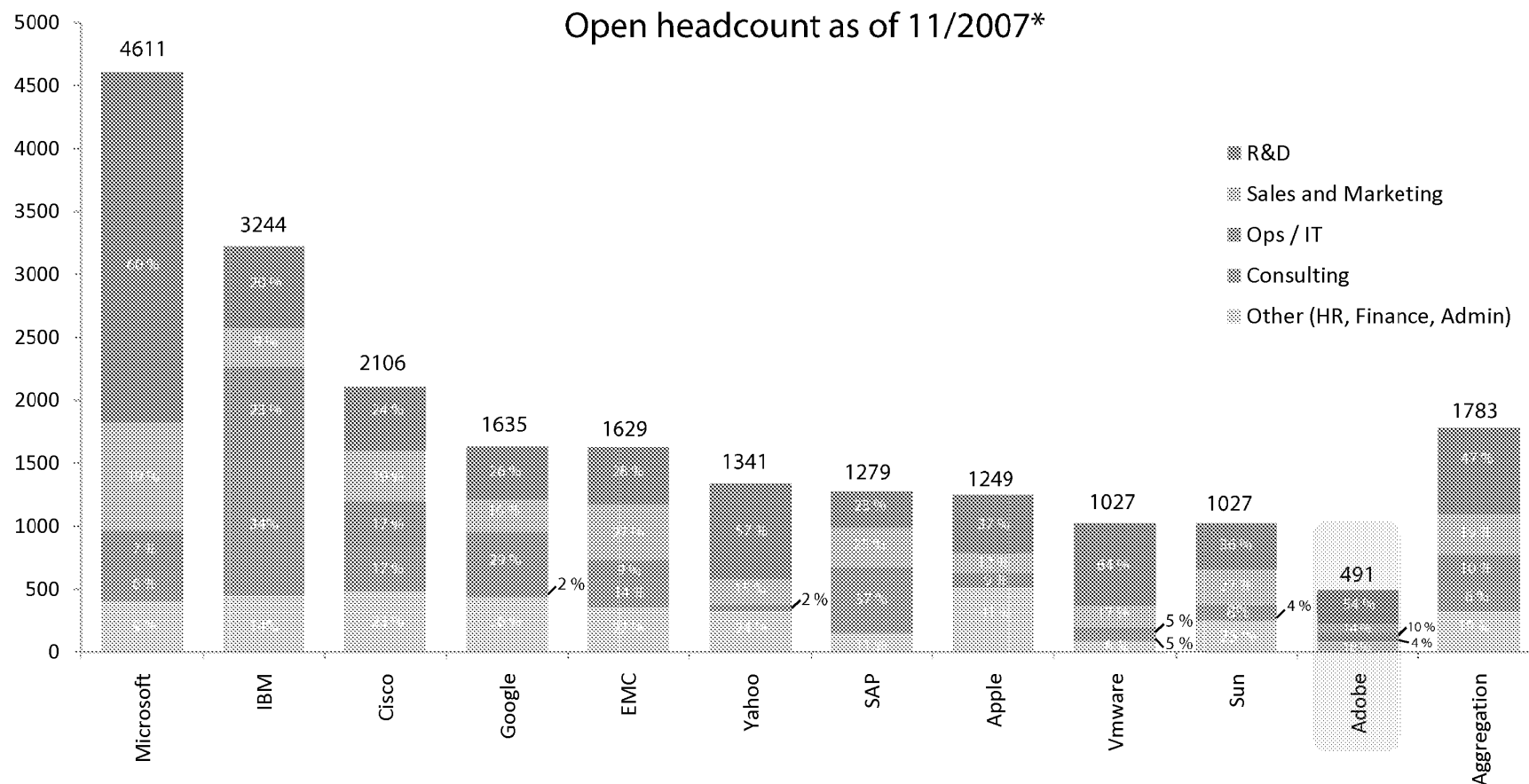
Adobe

Executive Summary

- Hiring is robust across Adobe's peer companies: on average there are 1347 open jobs per firm and this reflects the overall financial health of the group (revenues grew on average 19% y/y from FY06 to FY07), although developing weakness in other economic sectors may influence hiring in the near to medium term.

- ██

- Organic headcount growth is strong despite firms adding headcount through acquisitions

- ██

- Overall, emerging market growth in headcount is balanced between revenue opportunities and R&D. In contrast, India and China are focused on R&D, despite increasing labor costs

- Microsoft, Apple and Google have taken unusual steps to attract Adobe talent

- Microsoft's hiring for Silverlight and Expression is especially strong

Source: survey of competitors' open job listings posted on corporate websites in November 2007
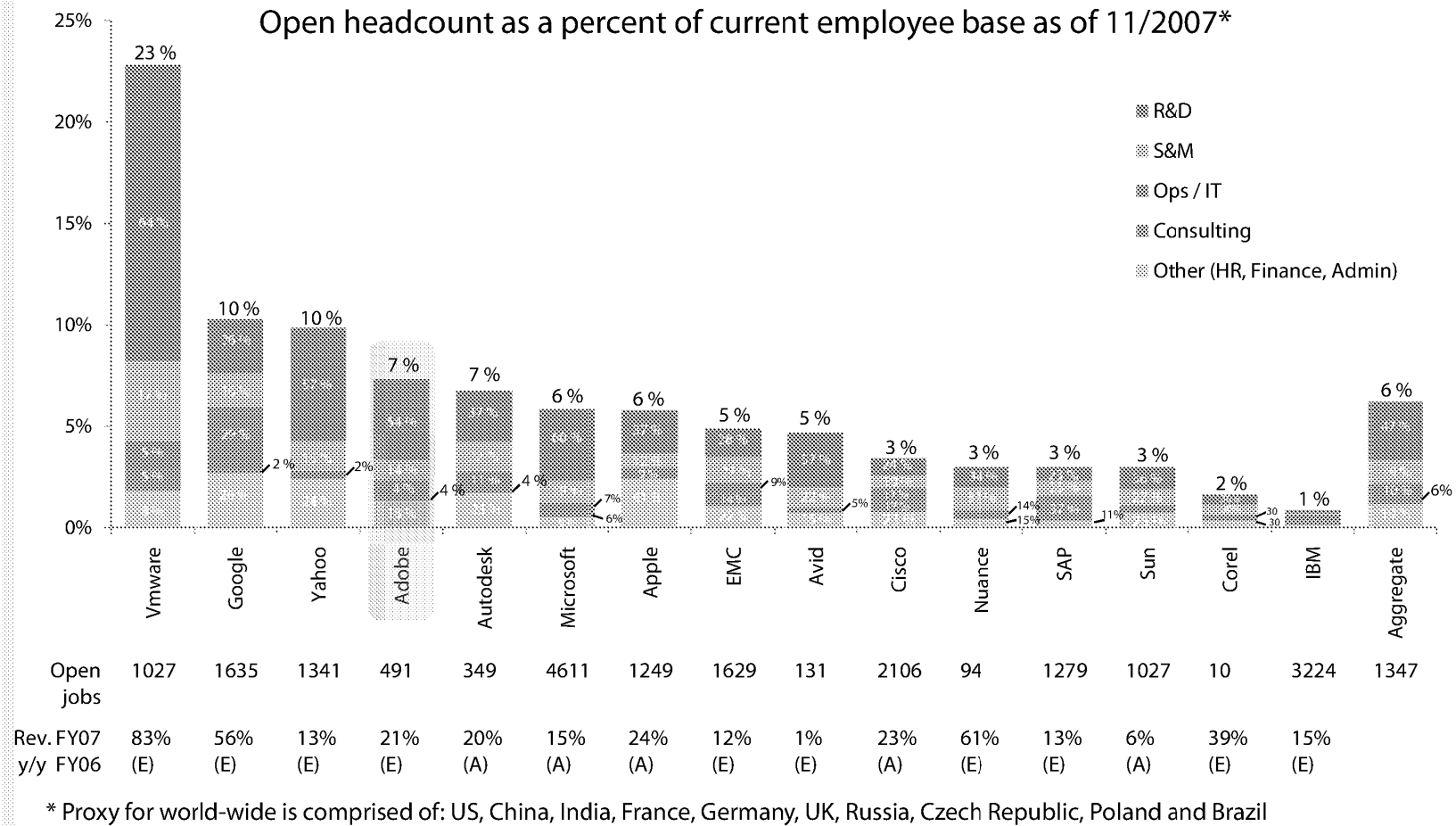
ADOBE CONFIDENTIAL

Adobe

3

Competitive hiring is strong with a particular focus on R&D resources

Open headcount as of 11/2007*

- R&D
- Sales and Marketing
- Ops / IT
- Consulting
- Other (HR, Finance, Admin)

Microsoft: 4611
IBM: 3244
Cisco: 2106
Google: 1635 (2%)
EMC: 1629
Yahoo: 1341 (2%)
SAP: 1279
Apple: 1249
Vmware: 1027 (5%, 5%)
Sun: 1027 (4%)
Adobe: 491 (10%, 4%)
Aggregation: 1783

- Microsoft, Yahoo, Adobe and Vmware are very active in R&D hiring
- IBM, Cisco and Google have notable hiring in operations and IT
- Google has notable hiring in corporate functions (5% finance, 4% HR and 3% legal)
- Apple has strong retail hiring

* Planned headcount is comprised of: US, China, India, France, Germany, UK, Russia, Czech Republic, Poland and Brazil
- Excludes Autodesk, Avid, Corel and Nuance

4

ADOBE CONFIDENTIAL

Adobe

Among our competitive peers, headcount growth is generally in-line with revenue growth

Open headcount as a percent of current employee base as of 11/2007*

Legend:
- R&D
- S&M
- Ops / IT
- Consulting
- Other (HR, Finance, Admin)

Bar values:
- Vmware: 23 %
- Google: 10 %
- Yahoo: 10 %
- Adobe: 7 %
- Autodesk: 7 %
- Microsoft: 6 %
- Apple: 6 %
- EMC: 5 %
- Avid: 5 %
- Cisco: 3 %
- Nuance: 3 %
- SAP: 3 %
- Sun: 3 %
- Corel: 2 %
- IBM: 1 %
- Aggregate: 6 %

	Vmware	Google	Yahoo	Adobe	Autodesk	Microsoft	Apple	EMC	Avid	Cisco	Nuance	SAP	Sun	Corel	IBM	Aggregate
Open jobs	1027	1635	1341	491	349	4611	1249	1629	131	2106	94	1279	1027	10	3224	1347
Rev. FY07 y/y FY06	83% (E)	56% (E)	13% (E)	21% (E)	20% (A)	15% (A)	24% (A)	12% (E)	1% (E)	23% (A)	61% (E)	13% (E)	6% (A)	39% (E)	15% (E)	

* Proxy for world-wide is comprised of: US, China, India, France, Germany, UK, Russia, Czech Republic, Poland and Brazil
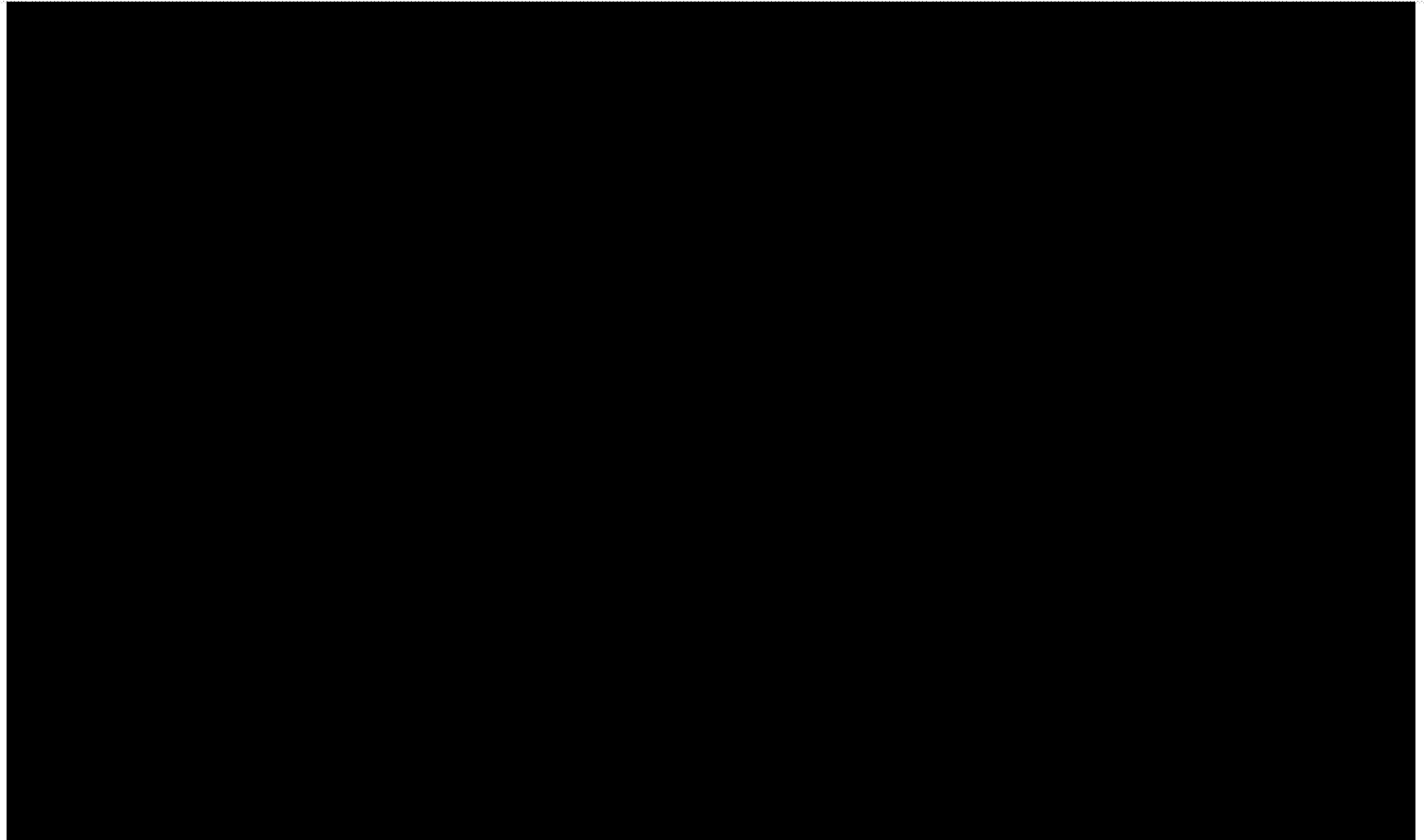
•Breakdown of other: Google: even split between finance, HR, and admin; Adobe: principally finance, Apple includes retail stores; Cisco: primarily manufacturing

Copyright 2007 Adobe Systems Incorporated.

5

ADOBE CONFIDENTIAL

Adobe

The healthy hi-tech employment environment has likely influenced attrition to competitors

6

ADOBE CONFIDENTIAL

Competitors in emerging markets are attempting to exploit cheap R&D labor as well as revenue opportunities

Adobe's peers that are hiring in Brazil (percentage of firm's total open headcount)

Firm	SAP	IBM	Google	Cisco	Microsoft
Consulting	1.3%	0.0%	0.0%	0.1%	0.0%
Ops / IT	0.0%	0.0%	0.2%	0.0%	0.1%
Other	0.5%	0.1%	0.6%	0.0%	0.2%
R&D	0.2%	1.7%	0.3%	0.1%	0.0%
Sales and Marketing	0.9%	0.2%	0.6%	0.2%	0.2%
Total	2.9%	2.0%	1.7%	0.5%	0.4%

- Hiring in Brazil is generally low: 0.8% of WW open reqs across Adobe's peers
- SAP, IBM and Google have the strongest focus on Brazil hiring
- SAP hiring is driven by consulting and sales, and marketing
- IBM's hiring in Brazil is driven by R&D

Open jobs in Russia, Poland and the Czech Republic (percentage of firm's total open headcount)

Firm	EMC	SAP	Google	Cisco	Microsoft	Nuance	Adobe	Autodesk	Vmware	IBM	Apple
R&D	0.7%	0.1%	0.7%	0.1%	0.1%	1.1%	1.0%	0.6%	0.0%	0.0%	0.0%
S&M	0.4%	0.8%	0.2%	0.5%	0.6%	0.0%	0.0%	0.0%	0.4%	0.0%	0.1%
Ops / IT	0.0%	0.0%	0.1%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Consulting	0.2%	0.6%	0.0%	0.1%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.3%	0.1%	0.5%	0.4%	0.2%	0.0%	0.0%	0.3%	0.0%	0.3%	0.0%
Total	1.7%	1.6%	1.5%	1.3%	1.1%	1.1%	1.0%	0.9%	0.4%	0.3%	0.1%

- Hiring in Eastern Europe is generally low: 0.9% of WW open reqs across Adobe's peers
- For most firms, including Adobe, Eastern bloc hiring is driven by R&D
- SAP, Cisco, Microsoft and Vmware have a focus on sales and marketing

India and China remain popular for low-cost engineering talent despite increasing labor costs in India

Companies that are hiring in China (percentage of firm's total open headcount)

Firm	Autodesk	IBM	Adobe	SAP	Yahoo	Microsoft	Google	EMC	Cisco	Vmware	Sun	Apple	Nuance	Avid	Corel
R&D	24%	3%	9%	2%	6%	5%	2%	1%	2%	2%	0%	1%	0%	0%	0%
S&M	2%	2%	0%	3%	2%	2%	2%	2%	1%	1%	0%	0%	1%	0%	0%
Consulting	0%	0%	0%	2%	0%	0%	1%	2%	0%	0%	0%	0%	0%	0%	0%
Ops / IT	0%	2%	0%	0%	1%	0%	1%	0%	0%	0%	0%	1%	0%	0%	0%
Other	0%	5%	1%	2%	0%	1%	1%	1%	1%	0%	3%	0%	0%	0%	0%
Total	26%	12%	10%	9%	9%	9%	6%	5%	4%	3%	3%	2%	1%	0%	0%

- ███████████████████████████
- Autodesk is much more focused on China hiring than any other of Adobe's peers
- SAP and EMC have the strongest focus on sales and marketing, and consulting
- ████████████████████████████████████

Companies hiring in India (percentage of firm's total open headcount)

Firm	Adobe	IBM	Cisco	EMC	Vmware	Sun	SAP	Yahoo	Google	Microsoft	Autodesk	Avid	Apple	Corel	Nuance
R&D	30%	1%	9%	8%	10%	0%	0%	4%	1%	2%	1%	0%	0%	0%	0%
S&M	0%	1%	1%	1%	0%	0%	1%	0%	1%	0%	1%	0%	0%	0%	0%
Consulting	0%	5%	4%	0%	0%	0%	2%	0%	0%	0%	0%	0%	0%	0%	0%
Ops / IT	0%	7%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%
Other	10%	3%	4%	7%	2%	11%	1%	0%	1%	1%	0%	1%	0%	0%	0%
Total	40%	17%	17%	17%	12%	11%	4%	4%	4%	3%	2%	1%	0%	0%	0%

- ██
- IBM has a strong ops / IT focus
- Sales and marketing activity is relatively low
- IBM, Cisco and SAP are involved in Indian consulting projects

8

ADOBE CONFIDENTIAL

Adobe

Microsoft hiring

Open Microsoft Jobs in US as-of 11/2007*

Legend:
- Expression only
- Silverlight only
- Silverlight and Expression

Categories (x-axis): Server, Collaboration, Device, Windows, Live Search, Ads, Windows Live, Mobile, Office, Developer, Other, Silverlight, MSN, Research, Health, Bus. Process, .NET, Office Live, TV, Learning, Web, Voice, Expression, Managed Services, Silverlight & Expression, Games, UI, Secure, Digital Home, Cars, Photos, Financial Software, Mapping, eBooks
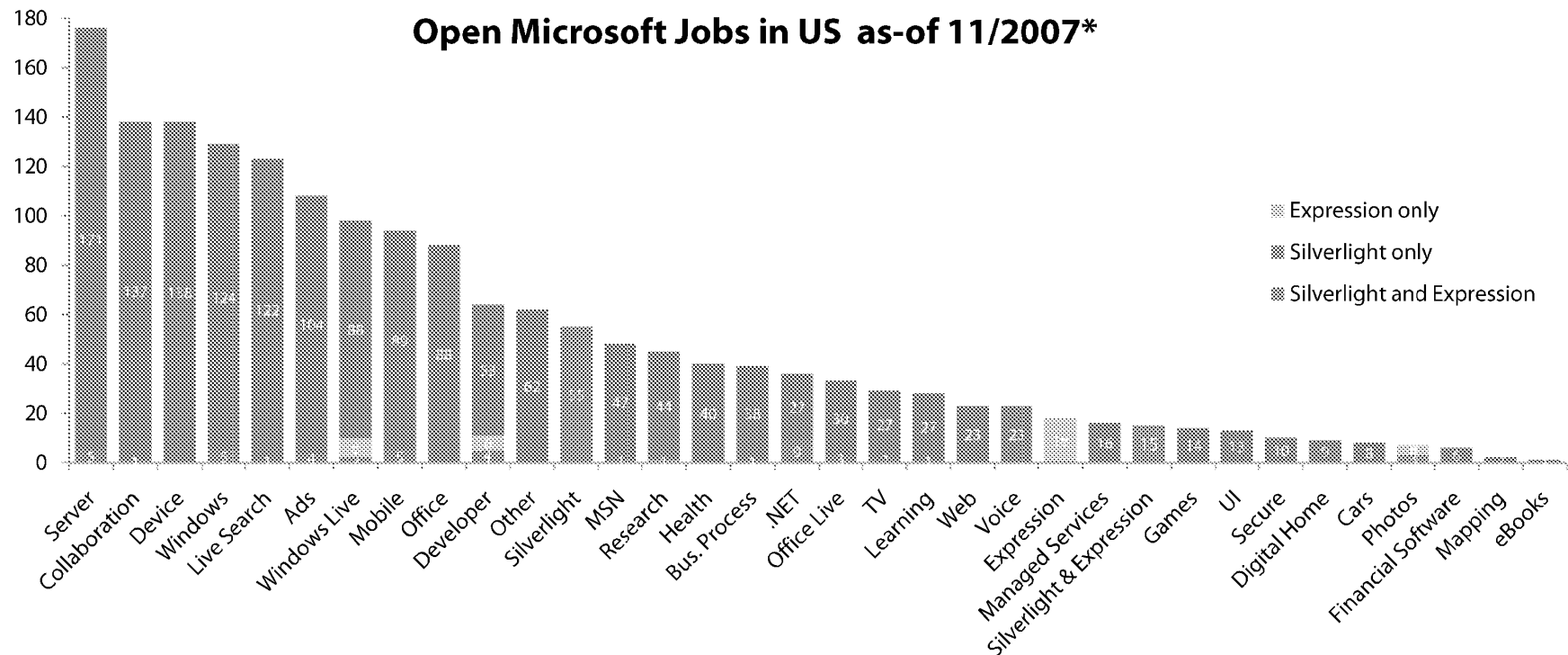
- Strong push into Live and Live search to catch up with Google
- Silverlight and Expression hiring is ramping up (across all products, 112 jobs were tagged Silverlight and 56 were tagged Expression)
- Adobe is on a "no-mercy" list for Microsoft (unusually aggressive hiring tactics for key talent)
- Microsoft is moving from a 40,000 sq. ft. SF office, which has a capacity of ~140 heads to a 75,000 sq. ft. office with a capacity of ~260 heads

•Excludes job openings that are not associated with a product

9

ADOBE CONFIDENTIAL

Adobe

Apple's corporate hiring is focused on Mac development

Number of Apple jobs posted by area*
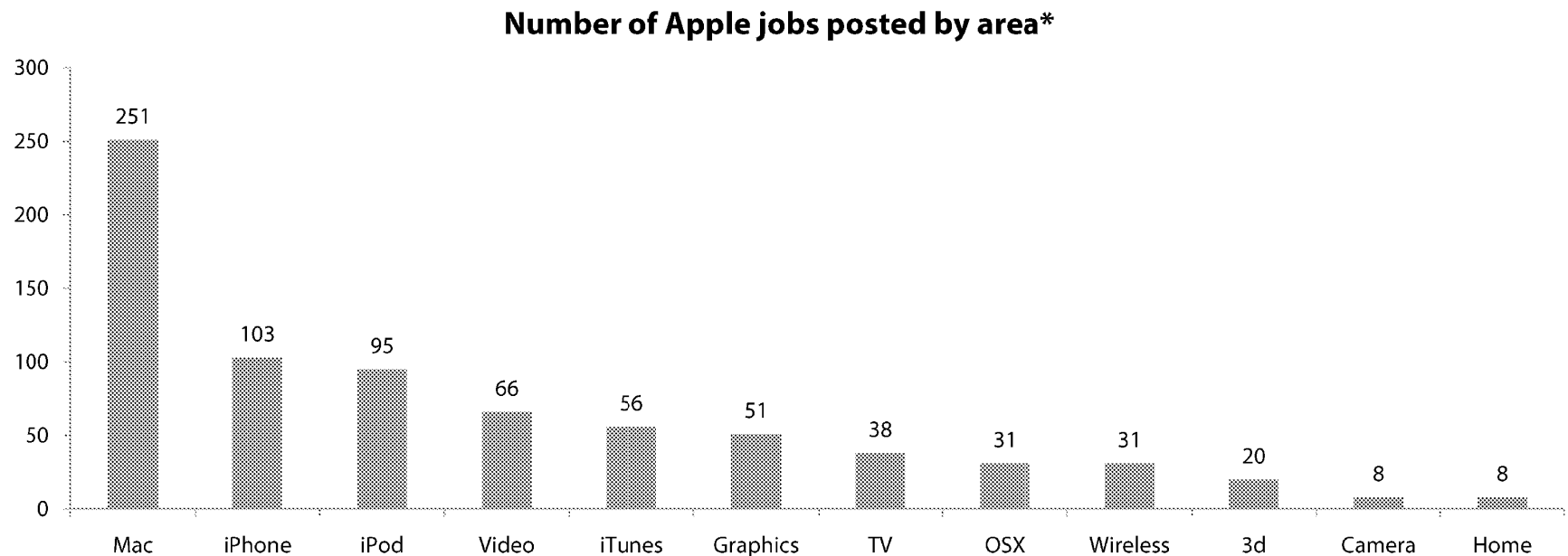
- Apple's recruiting is on two tiers: many senior and mid-level positions are not in the public record

- Apple primarily hires by word-of-mouth using internal job mailing lists

- Most Mac jobs are to develop applications, tools and OS X (which is used on the iPhone)

- 19 graphics jobs are for Interactive Media Group, which provides the graphics foundation for iPhone, Apple TV, iPod, iTunes, OS X, Final Cut and Aperture to iLife and iWork

* Note: this excludes retail hiring

ADOBE CONFIDENTIAL

Copyright 2007 Adobe Systems Incorporated.

10

Adobe

Other Hiring Observations

- ## Active recruitment of Adobe talent
  - Microsoft – Expression, Silverlight
  - Google
  - Facebook – could be the next hot company recruiting engineering talent

- ## Google opening offices near Adobe locations:
  - Seattle – Getty building – 60,000 sq. ft. or approx. 240 employees (all engineering)
  - SF – Gap building (345 Spear St.) – 210,000 sq. ft., or approx. 800 employees

- ## Observations of new recruiting techniques
  - Increased company presence on campus, "red carpet" treatment for top grads
  - "Green focus", e.g. Google shuttle service
  - Lunch 2.0

ADOBE CONFIDENTIAL

Adobe

Takeaways

* Recruiting and retaining top talent will likely be more competitive to the extent that the high tech sector remains economically healthy

* Exploiting emerging market talent opportunities may become more complex as these markets become more crowded

* As Microsoft, Google and Apple dial-up the volume on attracting Adobe resources, what changes or new approaches would assist Adobe in retaining top talent?

* If potential weakness in the economy extends to the tech sector, this may impact competitive hiring

ADOBE CONFIDENTIAL

Adobe

Revolutionizing
how the world engages
with ideas and information

Adobe

Backup: Breakdown of open jobs by function as of 11/2007

Firm	Vmware	Google	Yahoo	Adobe	ADSK	MSFT	Apple	EMC	Avid	Cisco	Nuance	SAP	JAVA	Corel	IBM	Mean
R&D	657	423	760	267	130	2784	461	457	75	503	32	288	370	3	650	626
S&M	179	263	204	69	77	863	156	443	29	403	35	322	281	3	304	257
Ops / IT	54	480	52	48	40	304	116	149	7	357	13	52	81	2	728	139
Consulting	55	36	0	21	14	258	1	221	0	361	0	472	43	0	1098	74
Other (HR, Finance, Admin)	82	433	325	86	88	402	515	359	20	482	14	145	252	2	444	251
Current headcount	1027	1635	1341	491	349	4611	1249	1629	131	2106	94	1279	1027	10	3224	1347
R&D	64%	26%	57%	54%	37%	60%	37%	28%	57%	24%	34%	23%	36%	30%	20%	47%
S&M	17%	16%	15%	14%	22%	19%	12%	27%	22%	19%	37%	25%	27%	30%	9%	19%
Ops / IT	5%	29%	4%	10%	11%	7%	9%	9%	5%	17%	14%	4%	8%	20%	23%	10%
Consulting	5%	2%	0%	4%	4%	6%	0%	14%	0%	17%	0%	37%	4%	0%	34%	6%
Other (HR, Finance, Admin)	8%	26%	24%	18%	25%	9%	41%	22%	15%	23%	15%	11%	25%	20%	14%	19%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

14

ADOBE CONFIDENTIAL

Adobe